

Programs and Ideas That Could Work for You

In a perfect world, drivers and pedestrians would obey all the traffic laws. There would be no traffic tickets, jail time, or funerals for mishap victims. For now, however, we must share the road with drivers who are drunk, fatigued, angry, distracted, or just plain irresponsible.

Developing a successful program can be a daunting task, especially if the assets you need are not readily available; it takes tools, resources, and the basic know-how. First, establish the

foundation of your program and outline your major concerns, measurable goals, and strategic plan. Second, look for tried-and-true programs from various Navy and Marine Corps activities. We have collected dozens of these programs so you can tailor them to your command or unit with little difficulty and great results. You also can visit www.safetycenter.navy.mil/bestpractices/ for more model programs.

— Michelle Rehak
NAVAL SAFETY CENTER TRAFFIC AND RECREATION SAFETY SPECIALIST

Leaders Influence Positive Behavior

USS *George Washington* (CVN-73)

Program Objectives: Emphasize traffic safety as part of the Navy’s core values and strengthen Sailors’ understanding of the importance of each member’s role in guaranteeing team success.

Major Concerns: Most Sailors are doing the right thing, and that is commendable. Some Sailors, however, snub their noses at the chain of command and all the training, and decide that

they are not going to stay in line with Navy policy. They speed, drive after drinking, and don’t wear seatbelts. These Sailors consciously make their



decisions and disregard the training they’ve received and the programs in place.

Program Description: To emphasize the relationship between responsible driving and the ideals of honor, courage and commitment, a core-values training team was established. This team develops ways to influence positive behavior and responsible decision-making with regard to personal safety.

Task Force Core Values: *GW*’s executive officer, department heads, and command master chief initiated a “think tank” panel to address how intrusive leadership could be used to determine how to prevent the next mishap. This program brought to light not only the many great safety practices *GW*

employs, but also many that we could do to ensure the safety of each Sailor on board. It was made readily apparent that risk management is the key to success, on and off the job.

Preventive Measures: This panel produced an extremely valuable tool that identifies eight factors representing possible ways to influence positive behavior and to promote personal safety: standards and tone, intrusive leadership, good order and discipline, quality of service, education to influence behavior, sense of duty, family, and off-duty alternatives. As a result, DUI numbers decreased markedly throughout 2005, with only a total of three in November, December and January. Leaders are encouraged to ask the tough, direct questions to keep safety on the minds of all our Sailors.

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Simple Tools to Build Trust

VAQ-141

Program Objectives: Prevent alcohol-related incidents, injuries, and fatalities.

Major Concerns: Sailors who go out in town and get drunk seem reluctant to use alternative programs to drinking and driving for fear of repercussions. These programs are available but will not be effective if trust cannot be built between Sailors and leaders. Sailors must trust leadership not to “hang them out to dry” if they use these alternatives.

Program Description: Several anti-drunk-driving programs provide *Shadowhawks* personnel more tools with which to operate motor vehicles safely on return from deployment and thereafter. Below are the strategies that have worked for VAQ-

141 to promote responsible alcohol use:

21st Birthday Letters: The command sends 21st birthday letters to Sailors, congratulating them on this milestone birthday. The letter reminds Sailors to drink responsibly. The letter also serves as recognition of their birthday and reinforcement of safety.



Topsy Taxi Program: Make available to command personnel at all times. Contact local cab companies to work out an agreement to exchange *Topsy Taxi* cards for a cab ride. Command will pay the cab company for rides given to impaired Sailors who will pay back cab fare when funds are available. You can generate your own *Topsy Taxi* cards and submit to the print shop. Distribute cards to all hands, and explain in depth how to use them before returning to homeport or base.

Duty Van Runs: Have the duty driver take a 15-passenger van through key downtown areas to take potentially intoxicated Sailors back to the barracks. The vans could make runs at midnight, 1 a.m., and 2 a.m. The duty driver will take the Sailors back to their barracks, and no questions are asked. The command could provide this service for one to two weeks after returning home.

DUI/Alcohol Discussion: Put aside some time to allow for discussion groups with Sailors about the hazards of alcohol and driving, underage drinking, BAC limits, the laws regarding drinking in other countries, and command policy on DUI. The discussion groups should be held with work-center-size groups

to make a good impact and should have a khaki to facilitate the discussion. This method could work better than a Power-Point-based lecture and could be the key to getting personnel involved and engaged.

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Avoiding Near-Misses in Crosswalks

Southeast Regional Maintenance Center Mayport, Florida

Type of Activity: Industrial ship-repair facility with 800 military and civilian workers

Program Objectives: Protect workers after they get out of their cars and become pedestrians trying to enter the building each day.

Major Concerns: SERMC is a 175,000-square-foot facility that is accessed by workers from a number of parking lots each day. People complained about “almost getting hit” while crossing the roads, especially in the early morning when reduced visibility makes it hard for drivers to see people. Another contributing factor to these near-misses was speed. The posted speed limit on base is 25 mph; however, most drivers do not obey the signs.



Photo courtesy of SERMC

Program Description: The naval station safety, security, and public works departments collaborated to improve pedestrian safety. Although the base traffic-safety instruction stated, “Pedestrians have the right of way,” the prevalent mindset of base drivers was that pedestrians could wait vehicles before crossing a road.

Pedestrian Signs. We made our pedestrian walkways as visible as possible and educated our workers to look for traffic, make eye contact, and try to stay as safe as possible when crossing the roads. We then identified our crosswalks and provided a safe pathway for our pedestrians to make it to and from work. PWC repainted the pedestrian-crosswalk signs with high-visibility traffic paint and placed them near all crosswalks.

Speed. Naval station safety and security changed the speed limit on the road next to our building from 25 mph to 15 mph. The road is the main supply access to the building for daily deliveries that sometimes block traffic and require forklift operations to offload or transfer materials. Speed bumps or tracks were not an option, as these could cause the loads to become unbalanced and fall off the forklifts. We had the road designated as an “industrial work area,” which, with the lowered speed limit, makes the area much safer for slow-moving forklifts. There still are plenty of drivers who do not obey the posted signs, but it’s easier for security to enforce because it’s obvious when people are exceeding the 15-mph limit. We also videotaped people exceeding the posted speed and took the tape to naval station security to try and get more patrol cars to

watch the road for speeders, especially in the high-traffic time periods in the morning and afternoon. We also placed a radar machine on the road next to our building and on the pier-access side of our building to try to get vehicles to obey the slower posted speeds. The speed limit on the pier is 10 mph, which, again, many folks do not obey, and it is always hazardous with the number of fast-moving trucks, golf carts, and the many Sailors, civilians, and contractors moving about the piers to work on the ships. We also send e-mail messages to our workforce, reminding them that there is no “magic shield” at those pedestrian crosswalks and that they still need to be cautious when they travel across the roads.

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Slogan Contest Talks Down DUI

Naval Station Ingleside, Texas

Program Objectives: Maintain the station’s thriving safety culture, which was established by leadership through hands-on awareness and mishap-prevention efforts.

Major Concerns: Sailors’ poor decision-making abilities when alcohol is involved.

Program Description: Every day is a “day of excellence” at Naval Station Ingleside. In its 14-year history, the command has had only one private-motor vehicle fatality. One of the more visible examples of this proactive stance is the “Day of

Excellence” alcohol and safety incentive program, instituted in May 2005, by then-commanding officer Capt.

Patricia Jackson. The “star” of the program is a hand-



Photo courtesy of NAVSTA Ingleside Public Affairs

crafted billboard posted on the road leading out the front gate. More than just a statistic board, the sign features a catchy slogan designed to promote positive behavior in all personnel working on base.

Slogan Contest: A bimonthly contest allows base personnel and tenants to submit their slogans—with the promise of time-

off award if their slogan is selected. The individual with the winning slogan at the departmental level is awarded a 96-hour special liberty. To sweeten the pot, the department with the overall winning slogan receives a 24-hour special liberty. Slogans such as “Drive Hammered; Get Nailed” and “Designate Before You Celebrate” are a few examples of winning slogans posted. During the contest period—if the command’s alcohol and safety incident rate is zero—the command will receive a 24-hour special liberty.

Collaboration: The base safety office tracks alcohol-related incidents and provides weekly updates. The transient-personnel department, who built the sign, updates the information on the marquee.

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Breaking Cultural Barriers

USS *Blue Ridge* (LCC-19)

Program Objectives: Improve command’s traffic-safety program by centering efforts around deck-plate leadership and convincing leaders to take a keener interest in the safety of subordinates.

Major Concerns: The dangers of driving in Japan are the most significant factors behind USS *Blue Ridge*’s driving-safety program. While Japanese nationals are required to undergo driver training that lasts as long as one year, Sailors and family members in status of forces agreement can be licensed in as little as a week. Thus, the learning curve is quite steep. The most immediate challenge in Japan is driving on the opposite side of the road, which is a sobering experience for new drivers. The language barrier, differences in traffic signs and lights, and new traffic laws all make traffic safety a must. Also, Japan’s narrow roads demand strict attention and defensive driving and leave little room for inattentiveness or horseplay.

Program Description: CPOs routinely counsel junior Sailors on the dangers and responsibilities of owning an automobile, especially while on foreign soil. Motorcycle riders receive a Page 13, documenting their extensive training. Hazard assessment is achieved by highlighting what causes accidents on the local roads and discussing distractions like cellphones and loud stereos. The leadership encourages safe [transportation] alternatives: Japan’s excellent train system, buses to Navy housing facilities, and city buses. *Blue Ridge* puts emphasis on traffic safety before the holi-



day period, citing recent DoN statistics on auto accidents and challenging Sailors to help minimize the number of mishaps.

Preventive Measures: USS *Blue Ridge* will continue with the theme of “Driving Safety ORM,” with future divisional training centered on case studies. The success of this training depends on actively engaging Sailors to think about risk minimization and driving. *Blue Ridge* has not had any recent traffic accidents and will continue to promote new ideas from the Fleet Activities Yokosuka traffic-safety meetings through safety leadership onboard down to the deck plates.

Results: 100 percent of *Blue Ridge* Sailors completed recent traffic-safety ORM training.

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Slowing Down the Rush

Mobilization Training Coordination Center, Marine Corps Base Camp Lejeune, North Carolina

Program Objectives: Provide “Returning Warriors Traffic Safety Briefs” and support unit-safety fairs, to assist the troops with their adjustment to driving in the mainland.

Major Concerns: Increased injuries and fatalities involving PMVs and motorcycles on and off base are due in part to a “bulletproof” mentality of some Marines and Sailors. Also, many personnel have a lot of extra money following GWOT deployments,

which can translate into fast new cars or motorcycles. Related to this factor is a desire for the adrenaline rush similar to that experienced on the battlefield.

Program Description: The traffic-safety program was aimed at increasing small-unit leader involvement and recognizing high-risk drivers early on.

Need for Speed: A driver-safety training program targeted at high-risk drivers (ages 18 to 25). It focuses on individual driver responsibilities, leadership responsibilities, the impact of drugs and alcohol on driver, the dangers of excessive speed, driver ability, driver fatigue, and vehicle maintenance. The program provided critical traffic and driver-safety training to nearly 14,000 Marines aboard Camp Lejeune during FY05.

Operation Wheels of Freedom (OWF): Designed to give Marines an opportunity to drive high-performance vehicles with an instructor present in the vehicle. OWF gave insight into the speed and handling characteristics of vehicles that can be purchased at local car dealerships. It showed how it was possible to drive too fast for a car’s capabilities. It also explored the relationship between speed and an individual’s response time.

Preventive Measures: The command provided additional weekday Motorcycle Safety Foundation training courses. It also reemphasized the rules about on-base driving privileges, which are suspended or revoked for major traffic offenses on and off base. Officers and staff non-commissioned officers who observe Marines engaging in poor driving behaviors may contact the provost marshal, who will contact their parent command. Stringent enforcement of Driver Improvement Course (DIC) compliance and use of remedial DIC is used to achieve the



goal of mishap reduction. Mandatory vehicle inspections before extended special-liberty periods also are used. Corporals and below are required to submit trip plans when traveling more than 250 miles from Camp Lejeune. Several major educational and behavioral training initiatives were implemented to affect a positive shift in the off-duty safety climate. Other sponsored traffic-safety initiatives include: Critical Days of Summer; Drive Safe; You Drink and Drive, You Lose; and Click It or Ticket.

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Keeping POVs in Top Shape

PCU Kidd (DDG-100)

As a pre-commissioning unit, its goal is to create and execute all programs in true destroyer's fashion: sharp, ship-shape, and seamanlike. The motor-vehicle-safety program is one that has and will continually affect the entire command. Using our vehicle experts (one was a former manager



of a Firestone tire-service center), we conducted a commandwide motor-safety stand-down. We inspected all POVs and provided input to each individual on what needed to be done to keep the vehicle in optimal condition. All personnel also took a motor-safety quiz and then discussed the correct answers to some commonly missed questions. The last discussion was of the last two months of Class A mishaps. Six mishaps were work-related, while more than 20 were off-duty and PMV-related. Everyone realized that, even though we work in a very risk-rich environment in the military, the most risk we face is in our vehicles. We plan to continue to progress with our motor-safety and overall safety programs. We currently have had zero incidents since standing up the pre-commissioning unit in December 2004.

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No Room for Complacency

USS *Winston S. Churchill* (DDG-81)

The everyday safety of Sailors, whether underway, in port, or at home, is a main concern for the command. Complacency toward daily activities poses a threat to our Sailors' safety. One of WSC's safety goals is to eliminate complacent attitudes toward routine operations, minimize the opportunity for mishaps, and infuse ORM into daily thought processes to better mitigate and control risk. As part of daily briefings, WSC has incorporated a "what if" scenario that highlights the major

safety issue for the next day. Using the ORM process, these scenarios provide a conduit for discussion that leads to control identification for the event that has the highest risk-assessment code. Through this process, Sailors brainstorm the trip-wires and controls for any and all hazards.

The process makes everyone aware of the risks and is a great discussion starter. Sailors have become more aware of the inherent risks they all know about but tend to overlook, as they are a part of routine operations. The "ORM/Safety Hazard of the Day" greatly improves the overall situational awareness for an evolution and gives everyone a part to play in risk mitigation and control.



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Talking It Out

VAW-116

The command conducted a safety workshop to identify people within the command who are most at risk for an off-duty PMV mishap. The command was broken into groups by work center, so everyone was with their peers—people that they knew fairly well. Each individual was given a piece of paper with the names of everyone present. A series of hypothetical questions were asked (for example: Who talks on a cell-phone while driving? Who drives with young children in the car? Who participates in motocross, or similar high-risk activity?). People were instructed to put a check mark next to the names of



anybody that question pertained to. At the end, they added up the check marks to see who received the most. Then they talked about whether the people receiving the most check marks were actually high-risk or not. This exercise was intended partly to increase risk awareness among the shop personnel but mostly their chain of command. A second part of this workshop had command CPOs list people they considered off-duty risks. It was very interesting to see

how this list mirrored the results of the workshop.

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Leading by Example

HS-4

The HS-4 Commanding Officer, Cdr. Scott Bischoff, has been a motorcycle rider for years and understands that motorcycles offer a more affordable mode of transport for many Sailors, particularly with Southern California's high fuel prices and agreeable climate. Just under 20 percent of squadron personnel own or operate motorcycles, including a number of aircrewmembers who enjoy riding ATVs in the desert east of San Diego. Cdr. Bischoff knows that riding a bike involves more than just strapping on a helmet,



and the Black Knights have an active motorcycle-safety program. HS-4 uses tools available to all commands, such as NAS North Island's motorcycle-safety course and the base's quarterly motorcycle-safety-awareness round-table meetings. Within the squadron, the safety department consults with work-center supervisors to identify potential riders and help them make educated decisions about the risks and benefits of owning a motorcycle.

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Here's What You're Saying...

I was reading the February Safetyline about your Traffic 5100 handbook. It sounds like a great idea! I would like to include something that might be useful. We continually tell our people that pedestrians have the right of way. One thing we don't tell them is that the pedestrians will take it, regardless whether a car is coming. On the flip side, though, some of our people are those pedestrians who just take that right of way without looking for cars. I have been exposed to this firsthand. My last job was in Hawaii, and now I am in Japan. These are two of the worst places for that problem. In an environment where everyone is trying to get from point A to point B in record time, there is no room for error. I have been with so many people who just walk across the street. When I mention that they should look both ways, the response is always the same, "I've got the right of way." And my reply is always the same, "That doesn't mean the car won't hit you."

Mary Lariviere
Deputy Safety Manager
Naval Air Facility, Atsugi, Japan

Make a DoD-wide Safe Cab program, or if you can't get DoD buy-in, make it Navywide. This would have a fairly large price tag, but it would pay for itself if the number of DUI deaths and mishaps was reduced by even 25 percent. The concept is that any military member could present an ID and get a cab ride home or to the base, and DoD would reimburse the cab company. There could be some fraud and it should be monitored, but the savings in lives and, consequently, training costs, would more than cover the cost of the program. Properly implemented, Sailors and Marines might actually use this program. The challenge for the current system is to get them to use it. Because so many different programs exist, there is very uneven application. The NAS JAX pro-

gram requires a Sailor to call the base CDO to get a cab.

CDR David K. Tuttle
Fleet Area Control and Surveillance Facility, Jacksonville, Fla.

I was an analyst at the Naval Safety Center and traveled to various places to give lectures. It was during one of these safety-stand-down trips that I came across what I thought was the most interesting and topical traffic safety program I'd ever seen. The safety office at NAS Whidbey Island, through the cooperation of state and local fire, police, and other entities, staged a mock-accident scene with a crashed vehicle, actors portraying victims and the injured, DWI scenarios, and on-scene arrival of rescue and ambulatory vehicles. It must have been rehearsed, or even a traveling road show, but it was the most effective briefing I ever had the opportunity to witness. If NAS Whidbey or other commands still are engaged in this practice, it is the best traffic-safety presentation for publishing in your handbook. I certainly hope it is still an ongoing part of the Navy's safety stand-downs, and, if not, I highly encourage your office to promulgate such a realistic training event.

William Yeager
United States Coast Guard
Washington, D.C.

EDITOR'S NOTE:

In reply to your inputs, we published several best practices that promote Topsy Taxi program, pedestrian safety, DUI scenarios, and many others. Section 4, starting on page 18, highlights programs and campaigns used by Navy and Marine Corps commands. Thank you for supporting our mission. — Evelyn Odango

Naval Safety Center's Collection of Best Practices

Follow the blue light-bulb icon on the main web page to this new area of our website: www.safetycenter.navy.mil/bestpractices/. There are areas for aviation, ashore, afloat, and ORM. There's an index, a template, and guidance for submitting new items. For more information on our best-practices collection, contact derek.nelson@navy.mil.



expertAdvice

to help you make decisions



*Lt. William H. Willard
Police Supervisor,
China Lake
Naval Weapons Station*

“It Can Happen to You”

A seasoned traffic-accident investigator, Lt. William Willard knows that anything can happen in a blink of an eye. With more than 22 years of specialized experience in his job, he has seen and investigated thousands of accidents that have caused needless loss of civilian and military lives.

How often do you see young adults (18-to-26 year-olds) involved in traffic accidents?

Based on my experience, I would say 70 to 80 percent of the time.

What were the primary causes of these accidents?

The vast majority of accidents on the roadways were caused by speed, fatigue and alcohol/drugs.

Did you see a rise of accidents after deployment cycles?

Absolutely. Some major factors are a bulletproof attitude, little or no driving experience while deployed, and excitement or lack of concentration. When I was stationed at Camp Pendleton, the number of DUIs and traffic accidents skyrocketed after Operation Desert Storm. Let's face the facts: How much driving experience do people get while deployed with a carrier battle group? After six months or more on deployment, often without a single moment spent driving an automobile, they return home, jump into their cars for the first time in months, and away they go, flying down the freeways. Or what about a Marine who just spent a year operating an Abrams tank in Iraq? He gets home, jumps in his car, and takes off for a ride. He hasn't driven a car for a year, and now he is cruising down the freeway, with his armor-plated attitude and his mind on his girlfriend. These scenarios are both recipes for disaster.

Why do you think these young men and women possess these attitudes?

We train our Sailors and Marines to be the best in the world.

Part of this training is the belief and attitude that we (Americans) are the best. They take these attitudes, beliefs, and training and apply it to their duties, up to and including combat. A positive attitude is essential to survival and success in military operations. The problems occur when our young Sailors and Marines apply this same standard, those same instincts, to their off-duty lives and activities. They go out there with a “no fear” approach to everything they do. This leads directly to careless and reckless behaviors and practices. The exuberance of youth often overcomes common sense, and people get hurt. They return from a deployment feeling invincible, and many of them find out the hard way they are not.

What are some easy preventive measures you would recommend to safety leaders?

Identify the trends that have been known to affect your area, and make sure your people know about them. Get to know your people, and be genuinely concerned for their welfare. This is a leadership trait, which definitely has bearing on the off-duty activities of our military personnel. Investigate their hobbies and activities, and make sure they understand the inherent dangers and how to deal with them. Don't be afraid to take corrective measures when necessary. I would rather be known as a party pooper, instead of the supervisor who did nothing while one of my people got hurt or killed. You can establish a “brotherhood pact” with your people, where everyone agrees to constantly be looking out for one another and to immediately tell someone if you witness an unsafe or dangerous act.

Do you think that, when trying to reach the 18-to-26-year-old group, the shock factor adds some value to preventing future mishaps?

It definitely has value, as long as it is presented in the proper context and manner. You can show all the gory movies and pictures you want. They won't have any real effect unless you attach a very real, close-to-home meaning to them. Take the time to add realism and personality to your training. For example, you display a wrecked car at the front gate during the holiday season, hoping to influence people to drive carefully. Try putting a real-life story behind it, about one of your Sailors or Marines who died in the car. Tell about the loss the command suffered from this tragedy and about the family and friends left behind to deal with it. You can't put a sugar-coating on safety and expect anyone to swallow it. Our young Sailors and Marines are our future leaders, and we need to give them every opportunity to succeed. Safety is the responsibility of everyone; military, civilian, contractors and dependents all play a vital role.

— *Michelle Rehak*

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